

# **Job Evaluation Guidance**

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## **Human Resources**

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## Job Evaluation

The HR Service offers the following job evaluation related services:

- Job Evaluations, using Greater London Provincial Council and Hay schemes
- Checking or Undertaking the Full Job Matching Process (JD comparisons)
- Restructuring Guidance and support
- Advice on drafting Job Descriptions

Every post **must** be evaluated when:

- it is created (prior to any recruitment advertising)
- a role changes due to a restructuring exercise
- there is a significant change in the responsibilities of the post.

Evaluation may also be necessary as a job evolves, or the post holder may request an evaluation of their job. Jobs will not usually be considered for evaluation within 12 months of the last review. Post holder initiated evaluations must be at least 18 months from the last evaluation. If you decide not to support the re-evaluation of a job as requested by the post holder, you must inform them of this decision in writing.

Post details will not be changed on the HR/payroll system unless the new grade is the outcome of an evaluation. All changes to established posts also require completion of a [Position Maintenance Form](#), which must be sent to [hierarchies@brent.gov.uk](mailto:hierarchies@brent.gov.uk) for the changes to be made. If you do not act promptly in getting posts evaluated you may delay recruitment and reorganisation activity.

The submitted request needs to be signed by the requesting manager and post holder, if there is one. Approval is required by your Head of Service (or above) and a HR Manager. The job evaluation team can assist in conciliation where there is a difference of opinion regarding job content, but the Departmental Director has the final decision.

It is important to ensure that your description covers details of the duties, key outputs and responsibilities. Lengthy, repetitive descriptions, lists of similar tasks or omissions could impact the evaluation. As a guideline, job descriptions should be around 2-3 A4 pages (not including the person specification).

You should also remember that the evaluation is based solely on the content of the job and not on the grades of other jobs or competence of the job holder.

Completed job evaluation requests should be submitted by e-mail to [jobevaluation@brent.gov.uk](mailto:jobevaluation@brent.gov.uk)

Evaluations are usually completed within 7 working days of receipt of all the required documents and authorisations. Groups of jobs involved in a large restructure are likely to take longer.

## Consulting With Current Postholders

Job descriptions form part of the employment contract. When proposing to amend an existing post holder's duties, you must consult with them prior to the job evaluation request being submitted. All post holders must be given adequate opportunity to provide verbal and / or written feedback on the proposed revisions to their role.

## Evaluating Senior Manager Jobs

Senior Manager jobs are those at Head of Service level and above. These are evaluated using the Hay scheme.

If you have the support of your Departmental Director and HR Manager you will need to complete the following documents:

- **Senior Manager Template**
- **JE1** (Job Evaluation Request Form) including signatures of the Departmental Director and current post-holder, if there is one (see also **Consulting with current postholders**)
- Structure chart including the post which is under review

You must submit using the above JD template, and every section should be completed in a concise and comprehensive manner to ensure quality information about the job. Where the submission is a revision of an existing job description, **please use 'track changes'** so that evaluators can readily see what has been amended.

The **Senior Manager Job Description Guidance** provides further guidance on the completion of the job description, which should be carried out in consultation with the current job holder, if there is one.

## Evaluating Jobs Up To PO8

If you have the support of your Head of Service and HR Manager you will need to complete the following documents:

- **Manager template** - if the post line manages staff **OR**
- **Non-manager template** - If the post has no line management responsibility
- **JE1** - Job evaluation request form, including signatures of the Head of Service and current post-holder, if there is one (see also **Consulting with current postholders**)
- **JE2** – job evaluation questionnaire
- structure chart including the post which is under review

You must submit using the relevant JD template above. Every section should be completed in a concise and comprehensive manner to ensure quality information about the job. Where the submission is a revision of an existing job description, **please use 'track changes'** so that evaluators can readily see what has been amended.

The **Manager Job Description Guidance** and **Non-Manager Job Description Guidance** documents provide further advice on the completion of the templates.

## Evaluating HR Posts

Evaluation of HR posts shall be determined in a manner that prevents conflict of interest. For all HR service restructures, evaluation will be carried out independently either by trained evaluators who are not council employees or by an external body. The evaluation of such posts will be arranged by the Director of Legal and HR

Services. Some HR evaluations outside of restructures may also need to be undertaken externally, as circumstances require.

## Notification of the Outcome

All evaluation outcomes will be e-mailed to the requesting manager. Where a post holder's grade needs to be amended, a JE3 / JE4 (job evaluation outcome form) will be issued, including authorisation signatures from the evaluators and a HR Manager. The job evaluation team will forward the JE3 / JE4 to the payroll team for implementation, providing a copy for the requesting manager.

For further details of job evaluation, and all other pay related issues, please see the [Pay Policy and Procedure](#)

## Right of Appeal

An employee who is dissatisfied with the grading of their job after a **postholder led evaluation only** using this scheme has a right of appeal on one or more of the following grounds:

- The scheme has been wrongly applied e.g. factor levels have been wrongly allocated, the evaluation panel have failed to follow guidance etc.
- The job description did not provide complete information.
- It is believed that an equivalent job is more highly graded and paid.

All union and employee representatives involved in appeals will be properly trained in the scheme design and operation, and in equalities considerations. They will not have been involved in the initial evaluation of the job under appeal.

Any appeal must be made to the relevant HR Manager, within 10 days of the evaluation outcome notification. The employee then has 6 weeks to provide details of the factors and levels contested, together with the job description and organisation chart.

## Key Questions

### **Do all posts require evaluation under GLPC?**

No. The GLPC Scheme does not apply to:

- Teachers (Teachers are subject to national terms and conditions).
- School Improvement Professionals and Educational Psychologists (These are subject to 'Soulbury' national terms and conditions).
- Senior Managers (The Hay scheme is used to evaluate all Senior Manager posts within the council). Senior Manager scales range from Hay 6 to Hay 1.

### **When a grade changes following a job evaluation, what effective date should be applied?**

If a grade changes, the new grade will take effect from the date on which submission is made i.e. the date the Head of Service and postholder agree the revised job description.

**On which spinal point should the postholder be placed following a re-grading?**

In all cases the bottom point of the grade should be applied unless it is an overlapping grade, when the individual should be placed on the next point up the scale. The approval of the HR Director will be required to place an employee on a point above the grade minimum.

**Does HR hold copies of job descriptions?**

Copies of all evaluated job descriptions are held centrally. However, the post's line manager should be the first point of contact. To obtain a copy of a job description, a request should be made in writing to [jobevaluation@brent.gov.uk](mailto:jobevaluation@brent.gov.uk) including an accurate post title or reference number and the reason why the job description is required. The job description held will be accurate from the time of the last evaluation. A job description is a live document that should be regularly reviewed and used for aiding appraisals.

**Contact Details**

If you have any queries regarding job evaluation please contact the Job Evaluation Team via email [jobevaluation@brent.gov.uk](mailto:jobevaluation@brent.gov.uk) or call your Senior HR Adviser.

## Senior Manager Job Description Guidance

The Senior Manager template should be completed using Arial size 11 font, and includes the following sections:

### **Job purpose**

A concise statement that provides an overview of why the job exists. This will be a few sentences and may be easiest to complete after giving thought to the rest of the job description.

*Please use numbering for this section.*

### **Job dimensions**

A list of numerical factors determining the scope of the job. These include budget(s) controlled or influenced and other statistical factors such as numbers of customers, suppliers and contract values as appropriate.

*Please use bulleting for this section.*

### **Principal accountabilities**

A concise list of what the job does and the outcomes to be achieved. There will usually be 5 -10 principal accountabilities in addition to the generic ones already included on the template. These are best described using active verbs (Monitoring; Analysing; Delivering; Improving; Managing, etc.). For example: 'Implementing continuous improvement plans to increase residents' satisfaction with environmental issues'. This section is concerned with what must be achieved and not how this is done. It should give a clear understanding of the outcomes from the job.

*Please use numbering for this section.*

### **Job context**

Describes how the job fits into the organisation and the relationships required within the council and with partners, customers and suppliers. Considers the technical, market, or other complexities that the job holder must deal with. What makes this job different from similar jobs in other teams or organisations? This section should make the challenges of the job clear to the evaluation panel.

*Please use bulleting for this section.*

### **Additional information**

This section is optional. Provide any information that will aid understanding of the job that has not already been covered in one of the preceding sections.

*Please use bulleting for this section.*

### **Person Specification**

Lists the knowledge and qualifications, experience, skills and abilities required for the job. These are not necessarily those of the current job holder, which may be higher than required to perform the job satisfactorily. Formal qualifications and training should be included.

*Please use bulleting for this section.*

## Manager Job Description Guidance

The Manager template should be completed using Arial size 11 font, and includes the following sections:

### **Staffing Responsibility**

A summary of the roles for which the post has line management or supervisory responsibility. This should also include the numbers and job titles of posts supervised. Note that full line management is defined as being responsible for carrying out appraisals and dealing with any capability or disciplinary issues arising. Supervision includes allocation of work and quality checking, but without full line management responsibility.

### **Job purpose**

A concise statement that provides an overview of why the job exists. This will be a few sentences and may be easiest to complete after giving thought to the rest of the job description.

*Please use numbering for this section.*

### **Principal accountabilities**

A concise list of what the job does and the outcomes to be achieved. There will usually be 5 -10 principal accountabilities in addition to the generic ones already included on the template. The generic statements should be left unchanged. The accountabilities are best described using active verbs (Leading; Monitoring; Analysing; Delivering; Improving; Managing, etc.). For example: 'Leading a team of social workers to deliver a quality service to Brent residents'. This section is concerned with what must be achieved and not how this is done. It should give a clear understanding of the outcomes from the job.

*Please use numbering for this section.*

### **Job context**

Describes how the job fits into the organisation and the relationships required within the council and with partners, customers and suppliers. Considers the technical, market, or other complexities that the job holder must deal with. What makes this job different from similar jobs in other teams or organisations? This section should make the challenges of the job clear to the evaluation panel. The generic statements included can be modified if necessary.

*Please use bulleting for this section.*

### **Person Specification**

Lists the knowledge and qualifications, experience, skills and abilities required for the job. These are not necessarily those of the current job holder, which may be higher than required to perform the job satisfactorily. Formal qualifications and training should be included.

*Please use bulleting for this section.*



## Non-Manager Job Description Guidance

The Non-Manager template should be completed using Arial size 11 font, and includes the following sections:

### **Staffing Responsibility**

This will usually read 'None'. In some cases, there may be some supervision of work and quality checking for less experienced staff, but without full line management responsibility. Please make the nature of supervision clear, and include the numbers of junior staff for which there will be responsibility.

### **Job purpose**

A concise statement that provides an overview of why the job exists. This will be a few sentences and may be easiest to complete after giving thought to the rest of the job description.

*Please use numbering for this section.*

### **Principal accountabilities**

A concise list of what the job does and the outcomes to be achieved. There will usually be 10 - 15 principal accountabilities including the 3 generic statements, which should be left unchanged at the end. This section is concerned with what must be achieved and not how this is done. It should give a clear understanding of the outcomes from the job.

*Please use numbering for this section.*

### **Person Specification**

Lists the knowledge and qualifications, experience, skills and abilities required for the job. These are not necessarily those of the current job holder, which may be higher than required to perform the job satisfactorily. Formal qualifications and training should be included.

*Please use bulleting for this section.*